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Extension Service Circular 115 November, 1929

What Local Leaders Do

A Study of the Activities of 155 Local Extension Leaders in Two Nebraska Counties

M. C. Wilson and W. H. Brokaw

UNITED STATES DEPARTMENT OF AGRICULTURE
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DISTRIBUTION: A copy of this circular has been sent to each extension director, State and assistant State county agent leader, State and assistant State home demonstration leader, State and assistant State club leader, negro supervisor, State agricultural college library, and State experiment station library.

WHAT LOCAL LEADERS DO

A Study of the Activities of 155 Local Extension Leaders In Two Nebraska Counties

M. C. Wilson[1] and W. H. Brokaw[2]

The study of local leadership reported in this circular was undertaken for the purpose of analyzing as completely as possible the nature of the activities engaged in by local extension leaders, and the amount of time devoted to each. The use of local leaders has been on a gradual increase in Nebraska for several years, the number reported by all extension agents in 1928 being 7,146 as compared to 5,479 in 1924. This trend is in keeping with that of other sections of the country, as indicated by the increase in the number of local leaders reported for the entire United States during this same period from 183,000 to 238,000.

Previous studies[3] have furnished some data upon the assistance rendered by local leaders, but there is need for much more information regarding local leaders and their activities.

As defined, a project or local leader is a person selected because of his or her special fitness, who functions as a leader in advancing some phase of the local program of extension work.

SCOPE OF STUDY

Detailed reports on the activities of the 1928 local leaders of boys' and girls' clubs, home demonstration and agricultural extension work in Hamilton and Otoe counties, were obtained through personal interviews. Leaders were not interviewed who had not led a project for at least one year. For the most part the records are from leaders of but a single project. There have been included, however, a few records from leaders who were sponsoring two or more projects simultaneously.

The data were collected during May, 1929. An effort was made to include all of the leadership activities engaged in by the leaders during a twelve-months' period, regardless of whether all of the work came within the 1928 calendar year or not.

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1. In charge extension studies, Office of Cooperative Extension Work, United States Department of Agriculture.
2. Director of Extension Service, College of Agriculture, University of Nebraska, Lincoln, Neb.
3. Baker, H. J., and Wilson, M. C. Local Leadership and the Effectiveness of Extension Work in Reaching Rural People. - New Jersey Extension Bulletin 50.

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GENERAL INFORMATION REGARDING LEADERS INTERVIEWED

Of the 155 records obtained, 38 were from leaders of agricultural projects, 76 home economics projects, and 34 club groups, while the remaining seven leaders had handled both an adult and a junior project the same year. (Table 1.) On the average each leader had been assisting with the present project about one and three-fourths years, and had assisted with other projects for about one year previously. Of the leaders whose activities were confined to a single project, the leaders of agricultural projects had served longest, and the leaders of home economics projects the shortest periods of time.

Half of the agricultural leaders were selected by the extension agent. More than four-fifths of the home economics leaders were elected by the local groups. In the case of the club leaders election by the local group or selection by a committee from the group were the most common way of selecting leaders. Home economics and club leaders were usually consulted before their selection, to learn if they would serve.

Table 1. - General information regarding leaders interviewed.

Item	Agri-culture	Home economics	Club	Adult and junior leaders combined	Total
Number interviewed	38	76	34	7	155
Years leader present project(average)	2.6	1.1	1.8	3.4	1.7
Years leader any project (average)	3.0	2.1	3.2	4.1	2.6
Per cent selected:					
At community meeting	26.3	82.9	38.2	57.1	58.1
By committee	2.6	6.6	26.5	--	9.7
By extension agent	50.0	1.3	17.6	--	16.8
Volunteered	18.4	9.2	14.7	28.6	13.6
Per cent consulted before selection	26.3	48.7	55.9	71.4	45.8
Occupation of leaders (per cent):					
Farmers	84.2	--	44.1	14.3	31.0
Farm women	5.3	90.8	35.3	57.1	56.1
Village women	--	6.6	17.7	14.3	7.7
Other	10.5	2.6	2.9	14.3	5.2
Land tenure (per cent):					
Owners	65.8	50.0	58.8	71.4	56.8
Tenants	28.9	48.7	35.3	23.6	40.0
Educational training (per cent):					
Common school	71.0	32.9	55.9	28.6	47.1
High school	21.1	52.6	26.5	28.6	38.1
College	7.9	14.5	17.6	42.8	14.8

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LEADERSHIP QUESTIONNAIRE

Agric. _____
H.D.A. _____
4-H Club _____

County _____
Date _____
Name _____ Address _____ Community _____
Leader what project _____ Years leader this project _____
Total years leader of any project __ How selected: At community meeting __ By committee __
By agent ___ Volunteered ___ Consulted before selection __ Reasons for accepting responsibility as leader _____
Occupation _____ Owner __ Tenant __ Education: Common __ H.S. __ College _____
How have extension workers assisted you to function as leader during the past year?

Activity	C.E.A.	Spec'l	Rank	Activity	C.E.A.	Spec'l	Rank
Training school				Personal visits			
Literature				Other			
Circular letters							
Personal letters							

What additional help is desired from extension agents on leadership problems? _____

How have you been recompensed for leadership services? _____

Why did you discontinue as leader? _____
Number of practices in this project you have adopted due to extension _____
Number of other farms or homes influenced to make changes in practices as result of your activities as leader of this project _____ Number of practices changed _____

Extension Services of the Nebraska State College and of the United States Department of Agriculture cooperating.
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Fig. 1. - Obverse side of questionnaire card used in collecting data.

Activities entered into as Leader during 1928 and Amount of Time Consumed by Each

Activity	Number	Days
Assist in outlining program and projects		
Attend leader training schools		
Prepare subject matter		
Conduct result demonstrations		
Secure cooperators		
Arrange for meetings		
Advertise meetings		
Present subject matter thru: Method demonstrations		
General talks at meetings		
Farm and home visits		
Other personal contacts		
Assist with tours and trips		
Attend other meetings		
Visit 4-H club members		
Get and make reports		
Assist with achievement days		
Assist with exhibits		
Secure signers to Farm Bureau Petitions		
Secure members for 4-H club		
Select and train judging and demonstration teams		
Select 4-H club winners		
Solicit awards		
Direct recreational activities of 4-H clubs		

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5135 Fig. 1a. - Reverse side of questionnaire card used in collecting data.

The agricultural leaders were for the most part farmers, although occasionally a farm woman, or the local lumber dealer, druggist, banker, elevator manager, or agricultural teacher had been selected. Nearly all of the home economics leaders were farm women, with an occasional leader residing in the small villages. Seventy-one per cent of the club leaders were farm or village women, 14 per cent were farmers, while the remainder were from other occupations, frequently school teachers. Nearly one-third of the agricultural leaders, two thirds of the home economics leaders, and more than two-fifths of the club leaders had benefited from formal schooling beyond the eighth grade.

REASONS FOR BECOMING LEADER AND HOW RECOMPENSED

An attempt was made to learn why local leaders were willing to assume leadership responsibilities, and in what way they thought they had been recompensed for the time and effort expended. There is naturally a very close relationship between the answers to these two questions. Interest in promoting the work was mentioned by nearly half of the agricultural leaders in explaining their willingness to accept leadership responsibilities. (Table 2.) An additional 8 per cent mentioned interest in the community, while 18 per cent mentioned the expectation of personal profit. To promote the work, interest in the community, or no one else available, were the reasons given by 46 per cent of the home economics leaders for accepting leadership duties. With the club leaders 62 per cent gave similar reasons, including interest in boys and girls.

Table 2. - Reasons for becoming leaders.

Reason	Percentage of leaders reporting				
	Agri-culture	Home economics	Club	Adult and Junior Leaders combined	Total
To promote the work	42.1	15.8	17.6	28.6	23.2
Personal benefits	18.4	19.7	5.9	28.6	16.8
Interest in community	7.9	19.7	17.6	--	15.5
Personal benefits and to help others	10.5	14.5	17.6	14.3	14.2
Interest in boys and girls	--	--	26.5	28.5	7.1
No one else available	--	10.5	--	--	5.2
Elected	2.6	6.6	2.9	--	4.5
Other	2.6	5.3	5.9	--	4.5

More than 90 per cent of the local leaders interviewed thought they had been recompensed for the time and effort required by their leadership activities. (Table 3.) One-half of the agricultural leaders, 55 per cent

of the home economics leaders, and 44 per cent of the club leaders stated that they had profited personally from their leadership work, through the information obtained, recognition by their neighbor, or otherwise. Twelve per cent of all the leaders emphasized the satisfaction of helping others, while 22 per cent mentioned both personal gain and the satisfaction of helping others when reporting on the way in which they had been repaid for leadership work.

Table 3. - How leaders were recompensed

Recompensed by	Percentage of leaders reporting				
	Agriculture	Home economics	Club	Adult and junior leaders combined	Total
Personal gain	50.0	55.3	44.1	71.4	52.3
Satisfaction of helping others	13.2	10.5	11.8	14.3	11.6
Personal gain and helping others	23.7	23.7	20.6	-	21.9
Miscellaneous	2.6	6.6	11.8	-	6.4

ASSISTANCE RECEIVED AND ADDITIONAL HELP DESIRED

Practically 100 per cent of the leaders interviewed reported that they had received assistance from the extension service in meeting their leadership problems.

Personal visits from extension workers was the form of assistance most frequently reported by the agricultural leaders, with circular letters, literature, and personal correspondence next in order. (Table 4.) Training meetings and literature were the forms of assistance reported by 92 per cent of the home economics leaders. Circular letters follow closely with personal correspondence and personal visits from extension workers mentioned by less than half of the leaders. Club leaders were assisted most frequently by literature and circular letters. Personal visits and correspondence come next, with leader training meetings below, though reported by more than 60 per cent of the club leaders.

When asked to rate the various forms of leadership assistance received the agricultural leaders stated they received greatest help in their leadership activities through personal conference with extension agents. (Table 5.) The home economics leaders reported most help from the leader-training meeting, while the club leaders listed the personal visit first, followed closely by literature, and with the training meeting not far behind.

Nearly one-third of the leaders want additional assistance with leadership problems from extension workers. (Table 6.) There is little agreement however as to the form of assistance desired. A considerable proportion of the home economics and club leaders, however, would like to have the agent or specialist attend more local meetings.

Table 4. - Leadership help received from the extension service.

Nature of assistance	Percentage of leaders reporting				
	Agri-culture	Home economics	Club	Adult and junior leaders combined	Total
Literature	79.0	92.1	97.1	100.0	90.3
Circular letter	78.9	80.3	91.2	71.4	81.3
Training school	10.5	92.1	61.8	71.4	64.5
Personal visit	97.4	35.5	73.5	57.1	60.0
Personal letter	52.6	48.7	70.6	42.9	54.8
Other	21.0	5.3	23.5	57.1	15.5

Table 5. - Leadership assistance rated by local leaders.

Nature of assistance	Percentage of leaders placing first				
	Agri-culture	Home economics	Club	Adult and junior leaders combined	Total
Training school	--	84.2	23.5	71.4	49.7
Personal visit	79.0	--	38.2	28.6	29.0
Literature	--	7.9	32.4	--	11.0
Circular letter	5.3	--	2.9	--	1.9

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Table 6. - Additional help desired by local leaders.

Nature of assistance	Percentage of leaders requesting				
	Agri-culture	Home economics	Club	Adult and junior leaders combined	Total
Wanting assistance	18.4	39.5	26.5	28.6	31.0
Specialist or agent present at more meetings		9.2	11.8		7.1
More training meetings		3.9	2.9	14.3	3.2
Leader needs more visits from specialists	2.6	5.3			3.2
More help with subject-matter.	5.2	2.6			2.6
Need home demonstration agent		2.6	5.9		2.6
Need assistant agent	2.6	3.9			2.6

ACTIVITIES CARRIED ON BY LEADERS

There is a wide variation in the activities carried on by the leaders within each of the groups as well as between the groups. Consequently the complete list of activities engaged in by local leaders is a long one. (Table 7.) Nearly two-thirds of the agricultural leaders reported that they had presented subject-matter information to neighbors chiefly by means of personal contacts. Other activities engaged in by a considerable percentage of agricultural leaders conducting result demonstrations, securing cooperation, and arranging for, advertising and attending meetings. Only one agricultural leader in ten attended a leader training meeting. More than half of the home economics leaders assisted with the outlining of programs while more than 90 per cent of them attended leader training meetings and presented subject matter to others principally through method demonstration and other meetings. Eighty-three per cent of the leaders in this group assisted with achievement days. Getting and making reports arranging for meetings, and assisting with exhibits were also reported by a large percentage of leaders.

The activities entered upon by club leaders are somewhat more uniform than for the other two groups. The preparation and presenting of subject matter largely through method demonstration and general meetings were reported by approximately three-fourths of the leaders. A higher percentage of the leaders assisted with exhibits (85 per cent) than took part in any other one activity. More than 60 per cent of the club leaders assisted with achievement days and attended leader training meetings.

Table 7. - Percentage of leaders engaging in various activities

Activity	Percentage of leaders reporting				
	Agri-culture	Home economics	Club	Adult and junior leaders combined	Total
Assist in outlining programs and projects	21.0	56.6	52.9	71.4	47.7
Attend leader training schools	10.5	92.1	61.8	71.4	64.5
Prepare subject matter	10.5	80.3	67.6	57.1	59.4
Present subject matter	63.2	92.1	82.4	71.4	81.9
Through method demonstrations	18.4	84.2	55.9	71.4	61.3
Through general talks at meetings	21.0	51.3	58.8	14.3	43.9
Through farm and home visits	18.4	22.4	44.1	28.6	26.4
Through other personal contacts	34.2	27.6	32.4	14.3	29.7
Conduct result demonstrations	39.5	-	5.9	-	11.0
Secure cooperators	31.6	23.7	17.6	28.6	24.5
Arrange for meetings	42.1	48.7	52.9	42.9	47.7
Advertise meetings	31.6	32.9	29.4	14.3	31.0
Assist with tours and trips	13.2	5.3	26.5	-	11.6
Assist with achievement days	-	82.9	64.7	57.1	57.4
Assist with exhibits	7.9	48.7	85.3	71.4	47.7
Attend other meetings	39.5	26.3	32.4	42.9	31.6
Visit 4-H club members	2.6	9.2	50.0	14.3	16.8
Get and make reports	7.9	56.6	58.8	71.4	45.8
Secure signers to Farm Bureau petitions	23.7	4.0	8.8	28.6	11.0
Secure members for 4-H club	-	11.8	41.2	42.9	16.8
Select and train judging and demonstration teams	-	4.0	58.8	57.1	17.4
Select 4-H club winners	2.6	1.3	14.7	14.3	5.2
Solicit awards	2.6	-	2.9	14.3	1.9
Direct recreational activities of 4-H clubs	-	2.6	23.5	14.3	7.1
Miscellaneous	7.9	-	5.9	28.6	4.5

TIME DEVOTED TO ACTIVITIES BY LEADERS

An average of 8.7 days was spent on leadership activities during 1928 by the agricultural leaders as compared to 14.7 days for the home economics leaders, 13.9 days for the club leaders and 21.6 days for the leaders of both adult and junior work. (Table 8.) More than half of the 8.7 days spent by the agricultural leaders was consumed by three activities - the conducting of result demonstrations presenting of subject matter to neighbors and the attendance at meetings other than leader training or those at which the leaders presented subject matter. Other activities which required more than a half day each per year are outlining programs, securing cooperators, arranging for meetings, advertising meetings, and obtaining signers of farm bureau petitions.

The home-economics leaders on the average devoted 4.5 days during 1928 to attending leader training meetings. The preparation of subject-matter and its presentation to others required 4.9 days of leader's time. Assisting with achievement days took another day and a half.

The preparation and presentation of subject matter consumed 4.3 days of time on the part of club leaders. Exhibits took 2.6 days and leader training meetings 1.1 days. Achievement days required nearly another day of time.

Table 8 - Time required by leadership activities

Activity	Days per leader per year				
	Agri-culture leaders	Home economics leaders	Club leaders	Adult and junior leaders combined	Total leaders
Assist in outlining program and projects	.6	.9	.5	.6	.7
Attend leader training schools	.1	4.5	1.1	4.5	2.6
Prepare subject matter	.1	1.8	1.3	2.2	1.3
Present subject matter	1.7	3.1	3.0	4.4	2.8
Through method demonstrations	.1	2.1	1.5	3.9	1.6
Through general talks at meetings	.1	.6	.7	.2	.5
Through farm and home visits	.7	.3	.7	.1	.5
Through other personal contacts	.7	.1	.1	.1	.2
Conduct result demonstrations	2.3	.0	.1	.0	.6
Secure cooperators	.5	.1	.1	.5	.2
Arrange for meetings	.7	.6	.4	.6	.6
Advertise meetings	.6	.3	.2	.1	.3
Assist with tours and trips	.1	.1	.4	.0	.2
Assist with achievement days	.0	1.5	.9	1.3	1.0
Assist with exhibits	.1	.4	2.6	1.6	.9
Attend other meetings	1.1	.3	.6	2.4	.7
Visit 4-H Club members	.0	.2	.7	.1	.2
Get and make reports	.2	.6	.4	.9	.5
Secure signers to Farm Bureau petitions	.7	.1	.2	.2	.3
Secure members for 4-H club	.0	.2	.3	.4	.2
Select and train judging and demonstration teams	.0	.1	.6	.9	.2
Select 4-H club winners	.0	.0	.0	.1	.0
Solicit awards	.0	.0	.0	.1	.0
Direct recreational activities of 4-H clubs	.0	.0	.2	.0	.1
Other	.0	.0	.2	.6	.1
Total	8.7	14.7	13.9	21.6	13.4

RESULTS OF LEADERSHIP

Since one of the most important functions of local leaders is to multiply extension effort, the number of persons influenced by leaders to change practices may be used as a measure of leadership accomplishment. Nearly 90 per cent of the leaders on the average reported that they themselves had adopted improved practices in the projects they were sponsoring. (Table 9.) That others had been influenced to change practices as a result of their activities was reported by 60 per cent of the agricultural leaders, 89 per cent of the home economics leaders, and 100 per cent of the club leaders.

The agricultural leaders influenced 18 other farmers on the average to make use of extension information. The home economics leaders influenced 11 other women, while the club leaders reported having influenced the adoption of better farm or home practices on 9 farms. The number of practices changed per

leader was twice as high for home economics leaders as for either club or agricultural leaders.

It is interesting to compare the extent to which information is passed on by the local leaders in Nebraska, with similar data from other areas. (Table 10.) The per cent of leaders who were able to influence others to accept better practices was slightly lower in Nebraska than in the Kansas, New Jersey, or South Dakota areas. The uniformity in the percentages for all four areas is outstanding, however. This is also true of the number of other persons influenced per leader, the variation being from 11.7 in Kansas and South Dakota to 12.8 in Nebraska, and 13.0 in New Jersey. The number of practices passed on per leader does not offer a satisfactory basis of comparison, owing to the different projects involved and the different units into which the subject matter was divided for the use of local leaders in the four areas. Apparently about 86 per cent of local leaders may be counted on to function by influencing others to change practices. Leaders on the average will influence about 12 other persons.

Table 9. - People influenced and practices changed per leader

Item	Agriculture	Home economics	Club	Adult and junior leaders combined	Total
Per cent leaders adopting practices in project being led	73.7	96.0	85.3	85.7	87.7
Practices adopted per leader	2.4	6.5	4.5	12.5	5.5
Per cent leaders passing on information to others	60.5	89.5	100.0	71.4	83.9
Other farms or homes influenced to change practices, per leader	18.5	11.3	9.3	14.9	12.8
Practices changed per leader on these farms or in these homes	25.4	53.4	27.4	97.1	42.8

Table 10. - Extent to which local leaders pass on information to others (four States)

Item	Nebraska	Kansas	New Jersey	South Dakota
Leaders interviewed	155	171	247	169
Per cent passing on information	83.9	86.5	87.4	87.0
Farms or homes influenced to change practices per leader (all leaders)	12.8	11.7	13.0	11.7
Practices changed per leader due to leader activities (all leaders)	42.8	29.1	18.3	18.6

FACTORS INFLUENCING THE EFFECTIVENESS OF LOCAL LEADERS.

As not all leaders function with equal efficiency, a study of the probable causes of these variations may yield information of value to extension workers in the further selection and training of leaders.

Owners v. Tenants. - Whether or not the local leader owned or rented the farm he operated, or was the wife of a farm owner or tenant, seems to have made little difference in the number of people reached through their efforts. (Table 11.) Any advantage is apparently on the side of the tenant group.

Educational training. - Other qualifications besides educational training are important considerations in the selection of local leaders, as evidenced by Table 12. The local leaders with eighth-grade schooling or less influenced a somewhat larger number of other persons to use extension information than did the leaders with high-school or college training. The number of practices changed per leader increases somewhat with additional educational training.

Method of selection. - More than half of the local leaders included in the study were elected by the local groups at community meetings. (Table 13) In some cases the leaders were chosen by committees or by the county extension agent, or volunteered their services. While the leader chosen by the extension worker averaged to reach more people, the number of practices reported changed per leader was considerably higher for the elected leaders than for those selected in any of the other ways. Possibly leaders elected by their neighbors feel a keener responsibility, or local people may make greater use of information supplied by leaders of their own choosing.

Table 11. - Land occupancy of leaders in relation to farms or homes influenced to change practices

Condition of land occupancy	Number	Years leader of project	Farms or homes influenced per leader	Practices changed per leader
Owner	38	2.0	11.53	35.14
Tenant	62	1.40	12.8	53.61

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Table 12. - Relation of influence of educational training of leaders to number of farms or homes influenced.

Educational training	Number of leaders	Years leader of project	Farms or homes influenced per leader	Practices changed per leader
Common school	73	2.2	15.1	38.6
High School	59	1.3	10.1	42.3
College	23	1.5	12.1	57.4

Table 13. - Relation of method of selecting leaders to farms or homes influenced.

Method of selection	Number of leaders	Years leader of project	Farms or homes influenced per leader	Practices changed per leader
Community meeting	90	1.5	11.8	32.5
Committee	15	1.3	7.9	25.5
Extension agent	26	2.2	17.8	24.8
Volunteered	21	2.3	10.9	28.8

Years leader of project. As would be expected, the leaders who have served as leader of the same project three or more years influenced more people to make changes than was true of the leaders serving a shorter length of time. (Table 14.) Were the comparison to be based on the number of persons influenced per leader per year the advantage would be with those who have served but one year. The use of new leaders may start new circles of influence whereas the older leaders continue to work with about the same friends or acquaintances.

Training meetings attended. Approximately two-thirds of the leaders interviewed had attended leader training meetings conducted by extension workers. (Table 15) While the average number of persons influenced per leader was only slightly greater for this group than for the leaders not attending training meetings, the number of practices changed per leader was three times as great where leaders had been to training meetings. Leader training meetings do not seem to have been as important a factor in increasing the effectiveness of leaders in this area as in the other areas where similar studies have been made.

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Table 14. - Years leader of project in relation to farms or homes influenced to change practices.

Number of years	Number of leaders	Average number of years leader of present project	Average number of years leader of any project	Farms and homes influenced per leader	Practices changed per leader
One	104	1.0	2.0	10.2	43.0
Two	26	2.0	2.6	14.3	43.7
Three or more	25	4.5	5.3	21.6	55.8

Table 15. - Attendance of leaders at training meetings as related to farms or homes influenced.

Item	Number of leaders	Years leader of project	Farms or homes influenced per leader	Practices changed per leader
Training meetings attended	100	1.4	12.9	56.3
Not attended	55	2.4	12.4	18.2

Occupation of leaders. The farmer leaders averaged to influence 12 other farmers to make use of extension information as compared to 11 other persons influenced by the farm women leaders and 17 persons influenced by the village women leaders. (Table 16.) The leaders having other occupations, principally business men and teachers, influenced an average of 32 persons to make changes in practices in line with extension teaching.

It is not surprising that village women leaders influenced more persons than did the farm women leaders, because of their greater opportunity for personal contact with their neighbors and friends. This fact also largely explains the increased effectiveness of the leaders who had occupations other than farming or home making.

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Table 13. - Occupation of leaders as related to farms or homes influenced

Occupation	Number of leaders	Years leader of project	Farms or homes influenced per leader	Practices changed per leader
Farmer	48	2.6	12.4	19.0
Farm woman	87	1.3	10.9	51.2
Village woman	12	1.7	16.7	75.7
Other	8	1.9	31.6	44.5

Time devoted to activities. The local leaders interviewed devoted an average of 13 days to leadership activities during 1928. The agricultural leaders spent nearly 9 days, the club leaders nearly 14 and the home economics leaders nearly 15 days on leadership work. Grouping the leaders according to the amount of time spent on leadership activities as has been done in Table 17 it is found that there is some relationship between the time spent and the number of persons influenced to use extension information. The increase in number of persons influenced is not very consistent and not in proportion to the increased time devoted to leadership work.

This point is more clearly brought out in Table 18 where the number of persons influenced per day of time devoted to leadership activities is given. After the 10-day per year point has been passed, there is a decided falling off in the returns per day of effort. Another drop occurs when the 15-day point has been reached. After that there seems to be comparatively little variation in the number of persons influenced per day of time spent in leadership activities.

It is probable that the most efficient local leaders require less time to complete the work outlined. It is also doubtless true that those persons within the normal circle of friends or acquaintances of local leaders are more easily reached than are those at the edge or outside this circle. The spread of extension information through local leaders would seem to be more a question of numbers of local leaders each with a somewhat different circle of friends and acquaintances, than a question of each leader spending more time on leadership work. Where the number of available leaders is limited some increase in effectiveness will result from more intensive leadership effort, but this increase is more likely to be in the number of practices changed than in the number of persons influenced per leader.

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Table 17. - Time spent on leadership effort as related to number of farms and homes influenced

Days devoted	Number of leaders	Days devoted to work per year per leader	Farms or homes influenced per leader	Practices changed per leader
0 to 5 days	28	2.9	12.0	20.4
Over 5 - 10 days	34	8.2	17.1	44.3
Over 10 - 15 days	37	12.7	11.4	47.7
Over 15 - 20 days	28	16.8	9.6	47.8
Over 20 - 25 days	17	22.4	10.5	48.7
Over 25 - 30 days	4	28.4	17.2	62.0
Over 30 days	7	39.2	16.7	54.1

Table 18. - Amount of time devoted to leadership activities as affecting the number of farms or homes influenced per day of leader's time.

Days devoted to work per year per leader	Farms or homes influenced per leader (1.7-year period)	Farms or homes influenced per day of leader's time
2.9	12.0	2.43
8.2	17.1	1.23
12.7	11.4	.53
16.8	9.6	.34
22.4	10.5	.28
23.4	17.2	.36
39.2	16.7	.25

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SUMMARY

The study analyzes the leadership activities of 155 local extension leaders in two Nebraska counties.

The local leaders studied had been leaders of their present projects for an average of 1.7 years. Nearly one year more had been spent in assisting with other extension projects.

More than two-thirds of the local leaders had been elected at community meetings or had been selected by a committee representing the local people. One leader in six had been appointed by an extension agent while one in seven had volunteered his or her services.

More than half of the leaders had attended school beyond the eighth grade. One leader in seven had had some college training.

Personal gain resulting from the closer contact with extension workers, and the satisfaction of helping others were the principal ways in which the local leaders were repaid for their leadership activities.

The leader training meeting and personal visits from extension workers were the ways in which leaders thought they received most help with their leadership problems. Nearly one-third of the leaders desired additional assistance from the extension service. The nature of this assistance varied with the individual leaders.

The average leader devoted 13.4 days per year to leadership work, 5.6 days being required to attend leader training meetings, and 4.1 days in the preparation and presentation of subject matter largely through method demonstrations and talks at general meetings. Other work incident to meetings, achievement days, tours, and exhibits required 3.3 days of leaders' time on the average.

That extension information had been passed on to others was reported by 84 per cent of the leaders. Considering all local leaders included in the study, each leader averaged to influence nearly 13 other persons to adopt practices recommended by the extension services.

The educational training, method of selection, occupation, and length of time served, all had some bearing upon the effectiveness of local leaders in influencing others to make use of extension information.

A large number of local leaders devoting a reasonable amount of time to leadership work is apparently more effective than a small number of leaders devoting a large amount of time to leadership activities.

Basic information has been obtained regarding the activities of leaders. Additional studies should be conducted to determine which activities are most essential to successful leadership work, which if any might be dispensed with or be better handled by the paid extension workers.

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